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### I. EXECUTIVE SUMMARY

As central and southern Delaware's largest healthcare system, Bayhealth has more than 55 locations including two hospitals, employed physician practices, outpatient diagnostic centers, high school wellness centers, an ambulatory surgery center, occupational health centers, and a freestanding emergency department. The two hospitals include Bayhealth Hospital, Kent Campus in Dover, Delaware, and Bayhealth Hospital, Sussex Campus in Milford, Delaware. The healthcare system is a High Reliability Organization whose number one focus is the safety of all patients, staff and visitors with a goal of doing zero harm. Bayhealth is an affiliate of Penn Medicine for Heart and Vascular, Cancer, and Orthopedics, giving patients access to the expertise of an academic medical center and considered to be among the finest in the region.

Our staff of more than 3,700 employees, including our Magnet®-recognized nursing team, and 400 physicians, is driven by our mission to strengthen the health of our community, one life at a time by living out our vision to deliver the nation's best healthcare to our communities here at home. Each staff member delivers on our mission and vision by displaying our core values of compassion, accountability, respect, integrity, and teamwork in every interaction. The health system has a robust reward and recognition system that encourages staff to acknowledge peers for adhering to these core values.

Bayhealth is a financially strong healthcare system with a healthy annual operating margin and net annual revenue of \$510.9 million. In Fiscal Year 2019, Bayhealth Hospital Kent Campus recorded over 73,229 emergency department visits, 14,313 patient admissions, 1,830 births, 222,358 diagnostic imaging procedures, and provided \$47.5 million in unreimbursed care. Bayhealth is committed to providing healthcare services to patients in Kent and Sussex counties and surrounding areas regardless of their ability to pay.

The Financial Assistance Program (FAP) was established to provide financial relief to those who are unable to meet their financial obligation to Bayhealth, regardless of age, gender, race, national origin, social or immigration status, sexual orientation, or religious affiliation. Financial Assistance applies to all emergent and medically necessary services provided at Bayhealth owned and operated entities for patients whose income is at or below 250 percent of the Federal Poverty Level. Elective and cosmetic services are excluded under this policy.

Eligibility for the FAP is based upon an individual assessment of financial need. Financial assessment includes a review of a completed application which includes the prior year's tax return or W2, current pay stubs and bank statements, publicly available data that provides information on a patient's ability to pay (credit scoring), and a review of the patient's available funds and other financial resources available to the patient. FAP approved individuals receive a 100 percent discount on patient responsibility balances. This applies to gross charges for uninsured patients and balance after insurance for insured patients. FAP approved patients are not charged more than Amounts Generally Billed (AGB). Patients have 240 days from the first statement date after the care is provided to apply for financial assistance.

**Bayhealth Hospital, Kent Campus** is located in the state capital of Dover. The 230-plus bed hospital has been offering quality healthcare since 1927. The hospital offers a comprehensive array of services to include the following: cancer care, cardiothoracic and vascular services, neurosciences including neurosurgery, neurology, stroke care, neurosurgical critical care, and sleep care, orthopedics

surgical services offering the da Vinci® Xi<sup>TM</sup> Surgical System, women's and children's health services including maternal fetal medicine and special care nursery (NICU), diagnostic and interventional radiology, a Level III Trauma Center; and more.

Bayhealth Hospital, Sussex Campus opened in February 2019, replacing Milford Memorial Hospital. With 128 private patient rooms, including 30 private emergency department rooms and bays, the hospital delivers on an exceptional experience for patients, guests and caregivers. The hospital offers many of the same services as Bayhealth Hospital, Kent Campus, including cancer care, interventional cardiology, neurosciences including neurosurgery, neurology, stroke care, and sleep care, orthopaedics, surgical services offering the da Vinci® Si<sup>TM</sup> Surgical System, women's and children's health services including an obstetrical emergency department, diagnostic and interventional radiology, a Level III Trauma Center, and more. The Sussex Campus is also home to Inpatient Rehabilitation designed to help patients regain their independence in an environment that is welcoming and restorative. The Commission on Accreditation of Rehabilitation Facilities recognized the unit and its healthcare team for providing the highest quality care, value and optimal outcomes to patients.

Bayhealth recently announced it has begun the process to launch a residency teaching program for doctors who have graduated from medical school. With a proposed start date of July 2021 for the family medicine and internal medicine programs, with general surgery and emergency medicine to follow in subsequent years, these residency programs will be the first of their kind at Bayhealth.

This healthcare system is committed to providing advanced medical technology, progressive treatment options, state-of-the-art equipment, and extensive consumer health education programs. The following Bayhealth departments have earned additional certifications and accreditations:

- The Joint Commission Accreditation Gold Seal of Approval
- The Joint Commission Advanced Certification (Primary Stroke Center, Bayhealth Hospital, Kent Campus and Bayhealth Milford Memorial)
- Magnet® recognition by the American Nurses Credentialing Center's (ANCC's) Magnet Recognition Program®
- Bayhealth Hospital, Kent Campus and Bayhealth Sussex Campus were awarded Planetree Silver Recognition for meaningful progress in person-centered care. Bayhealth is one of only seven healthcare organizations internationally with the Silver-level certification since Planetree first introduced the recognition level in 2012.
- Commission on Cancer Community Hospital Comprehensive Cancer Program
- American College of Radiology Mammography, Ultrasound, and Vascular accreditation
- Commission on Accreditation of Rehabilitation Facilities (Inpatient Rehabilitation)
- American Association of Blood Banks (Laboratory Services)
- The Joint Commission (Pathology and Clinical Laboratory Services)
- American College of Surgeons (Trauma)
- Intersocietal Accreditation Commission Vascular (Cardiac Diagnostic Center)
- Mission: Lifeline® Bronze Quality Achievement Award by the American Heart Association
- Baby-Friendly status from Baby-Friendly USA, Inc.
- Gold Safe Sleep Champion designation by Cribs for Kids® National Safe Sleep Hospital Certification Program
- "Comprehensive" accreditation under the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP®), a joint program of the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery (ASMBS) (Surgical Weight Loss Program)
- Cardiac Site certification for interventional cardiology services

- Top Performer on Key Quality Measures® Recognition from The Joint Commission (Bayhealth Hospital, Kent Campus)
- Academy of Medical-Surgical Nurses (AMSN) PRISM Award<sup>TM</sup> for Exemplary Practice (Medical-Surgical Unit 1A)
- Blue Distinction® Center designation for Cardiac Care from Highmark Blue Cross Blue Shield Delaware (Bayhealth Hospital, Kent Campus)
- Blue Distinction® Center designation for Bariatric Surgery from Highmark Blue Cross Blue Shield Delaware (Bayhealth Hospital, Kent Campus)
- Blue Distinction® Center+ designation for Bariatric Surgery from Highmark Blue Cross Blue Shield Delaware (Bayhealth Milford Memorial)
- Blue Distinction® Center+ designation for Maternity Care from Highmark Blue Cross Blue Shield Delaware (Bayhealth Hospital, Kent Campus)
- Blue Distinction® Center designation for Maternity Care from Highmark Blue Cross Blue Shield Delaware (Bayhealth Milford Memorial)
- HealthCare Chaplaincy Network's "Excellence in Spiritual Care" award (Bayhealth Hospital, Kent Campus and Bayhealth Milford Memorial Hospital)
- The Human Rights Campaign Foundation's Healthcare Equality Index recognition as a Leader in LGBTQ Healthcare Equality
- Accreditation Commission for Health Care in Specialty Pharmacy and Durable Medical Equipment (Bayhealth Ambulatory Pharmacy at Bayhealth Hospital, Kent Campus)
- Healthcare Information and Management Systems Society (HIMSS) Analytics Stage 6 on the Electronic Medical Record Adoption Model and Outpatient Electronic Medical Record Adoption Model

#### II. DESCRIPTION OF COMMUNITY SERVED

Central Delaware, home to Bayhealth Hospital, Kent Campus, is uniquely situated within three hours of the major metropolitan areas of New York, Philadelphia, Baltimore, and Washington, DC, yet it retains its small town character with good schools, quality shopping, and an abundance of cultural and recreational activities. Delaware's capital region includes the historic towns of Dover, Milford, Smyrna, Harrington, and Camden, all offering architecture ranging from Colonial to Victorian and many amenities and festivals. Dover Days, one of Delaware's longest running events dedicated to celebrating Delaware's colonial history (held in May), the Amish Country Bike Tour (held in September), semi-annual NASCAR races at Dover International Speedway, and the Delaware State Fair (held in July), are just a few of the featured events.

Dover is the second largest city in the state and a center of government, commerce, and industry for central Delaware. Long involved in agricultural trade, the city is home to Kraft Foods and Procter & Gamble facilities. Tourism is a growing industry in Dover and Kent County. Education, quality of life, and industry support provide the impetus for the continued development of the area.

### COMMUNITY AFFORDABLE CARE ORGANIZATION PARTNERSHIP

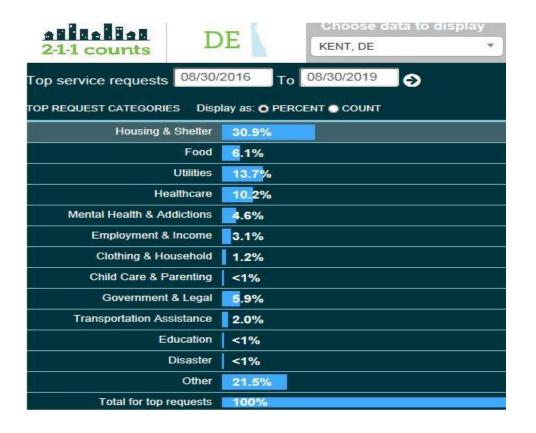
Bayhealth is part of the eBrightHealth Affordable Care Organization (ACO) that brings together more than 1,200 primary and specialty care clinicians from four regional health systems, including Bayhealth, Beebe Healthcare, Christiana Care Health System and Nanticoke Health Services, as well as two federally qualified health centers and 9 private primary care practices. This statewide collaboration helps clinicians address clinical, behavioral, social and other needs of Medicare beneficiaries to improve their access to primary care office visits, prevent unnecessary emergency department visits and decrease the amount of time they spend in hospitals. The result is improved quality of life for their patients and reduced health care spending. eBrightHealth ACO serves approximately 50,000 Medicare beneficiaries from Delaware, Pennsylvania and Maryland. Christiana Care Health System's award-winning program, Carelink CareNow, provides care coordination for eBrightHealth.

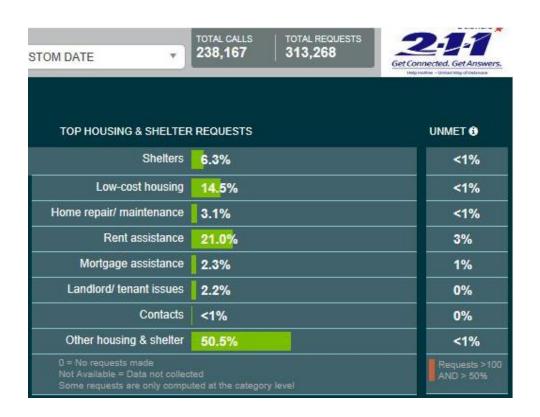
# **COMMUNITY BENEFITS**

As a not-for profit healthcare organization, Bayhealth provides many services to the community. Since the 2016 Community Health Needs Assessment, Bayhealth has engaged an average of 18,890 people in community programs. In FY 2018, this has contributed to over \$147 million in community benefits. Community health education ranges from health fairs to screenings to nurse-run clinics. Other services provided include community-based clinical services, healthcare support services, health professions education, subsidized health services, research, financial and in-kind contributions, community building activities, and community benefit operations.

### UTILIZATION OF COMMUNITY RESOURCES

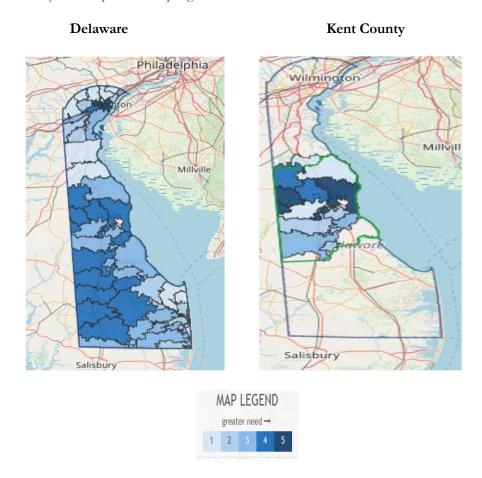
Delaware 2-1-1 is available for anyone requesting community resources throughout the state. Information in this repository is provided through the partnership between United Way and the State of Delaware. Callers can inquire about a list of services and programs through this helpline.





# **OUR SOCIOECONOMIC INDEX**

This index measures socioeconomic needs that correlate with poor health outcomes. All zip codes, counties, and county equivalents in the United States are given an **Index Value** from 0 (low need) to 100 (high need). The darker areas in the maps below indicate the areas of greatest need in Delaware and Kent County based upon the map legend.



Source: The SocioNeeds Index is calculated by Conduent Healthy Communities Institute using data from Claritas, 2019; found at <a href="https://www.delawarehealthtracker.org">www.delawarehealthtracker.org</a>

The focus of the Kent County Community Health Needs Assessment was on Bayhealth's primary service area with further considerations for secondary service areas. Bayhealth's service area was identified by utilizing the Centers for Medicare & Medicaid Services' description of a geographic area served by the hospital. Those from the following 13 towns with zip codes are rank ordered from highest to lowest with a rank of 5 indicating communities in greatest need and a rank of 1 indicating communities in lesser need of community service.

Zip Code	City	Index	Rank	County
19953	Hartley	73.4	5	Kent
19901	Dover	70.3	5	Kent
19979	Viola	69.7	5	Kent
19964	Marydel	69.4	5	Kent
19904	Dover	66.4	4	Kent
19938	Clayton	65.3	4	Kent
19946	Frederica	62.2	3	Kent
19952	Harrington	61.3	3	Kent
19943	Felton	53.7	2	Kent
19954	Houston	47.5	2	Kent
19962	Magnolia	47.3	2	Kent
19977	Smyrna	44.3	1	Kent
19934	Camden-Wyoming	41.4	1	Kent

Source: The 2019 SocioNeeds Index is calculated by Conduent Health Communities Institute and is found at www.delaware healthtracker.com

There is a significant difference in demographics in the northern portion of Kent County from the eastern most point in Dover to the most western location in Hartley. This is evident in zip code data. Bayhealth's service area includes populations affected by lower income levels, less affordable housing, and lower education level.

# KENT COUNTY'S POPULATION

As reported in the last state census in 2010 by the Delaware Population Consortium, Delaware's population was 900,429 with 18% (162,847) living in Kent County. According to annual projections for 2020, there will be 989,803 people in the state and 183,242 of these residents living in Kent County.

According to the Delaware Health Tracker as of August 15, 2019 in Kent County, the population reported in 2017 was 176,824 people and 16.6% of this population is over the age of 65. The percentage of Kent County residents living below the poverty level is 13% which projects an upward trend compared to the state overall rating of 12.1%.

In relation to race and Hispanic origin, the following statistics were also reported from the Delaware Health Tracker when retrieved on August 15, 2019: 62% White, 26% African American, and 7% Hispanic or Latino. The remaining 5% were reported Asian, American Indian, or Native Hawaiian or Pacific Islander descent.

In Kent County, 13.3% are military veterans which is higher than the overall Delaware and US values yet trending down since the last estimate which was projected from 2013-2017. In regard to education, 12.6% are 25+ without a high school diploma. 90.1% of Kent County residents had health

insurance when last reported in 2017. Those employed in the civilian labor force ages 16+ is at 61.1% according to the Delaware Health Tracker.

### **OUR HOMELESS POPULATION**

Addressing the needs of the homeless population is a priority for Bayhealth. Housing Alliance of Delaware conducted a point-in-time (PIT) study in 2017 to determine the number of adults and children in homeless shelters throughout the state on a specific night. This included weather-related shelters (Code Purple sanctuaries), emergency and domestic violence shelters, transitional housing facilities, and people sleeping in unsheltered locations (on the street, in cars, and other locations no intended for human habitation). According to data collected in their report, The State of Housing and Homelessness in the First State, 224 experienced homelessness in Kent County – or .12% of the county's population. Of those who were homeless on PIT night, 22% were from Kent County.

#### CURRENT KENT COUNTY DESIGNATIONS

A Medically Underserved Area (MUA) is defined according to Health Resources and Services Administration of the U.S. Department of Health and Human Services (http://datawarehouse.hrsa.gov.tools/analyzers/geo/ShortageArea.aspx) as a region that has a relative or absolute deficiency of healthcare resources to include hospital beds, equipment, and/or medical personnel.

A Health Professional Shortage Area (HPSA) is designated by the U.S. Department of Health & Human Services' Health Resources and Services Administration as having shortages of primary medical care, dental, and/or mental health care providers.

Federally Qualified Health Centers (FQHC) are "safety net" providers (community health centers, public housing centers, outpatient health programs) that serve migrants and the homeless. These centers enhance the provision of primary care offered to underserve urban and rural communities. Westside Community Health is a FQHC centrally located in Dover, Delaware.

# HEALTH DISPARITIES FOR KENT COUNTY

The Delaware Health Tracker (<a href="www.delawarehealthtracker.com">www.delawarehealthtracker.com</a>) is a repository that is updated regularly of published data and statistics sponsored by the Delaware Healthcare Association. This powerful website allows for anyone to learn about the health of Delawareans. It also provides dashboards of metrics comparing Delaware counties, national rates, Healthy People 2020 goals, and trends over time. An analysis of information on the Delaware Health Tracker assisted in the final analysis of the community health needs of Kent County.

According to the Delaware Health Tracker following chronic illnesses were reported in Kent County with rates higher than the state average specifically among the Medicare population:

- Hypertension (67.1%)
- Hyperlipidemia in Medicare population (57.4%)
- Lung cancer (51.6%)
- Diabetes in Medicare population (33.4%)
- Chronic kidney disease in Medicare population (29%)
- Mental health in those under age 65 (29.6%)
- children with asthma 28.7%

- Breast cancer (24.9%)
- COPD 14.2%
- Babies with low birth weight (9.1%)
- Asthma 5.9%.

In this report, 34.9% of the Medicare population had either a cognitive or a physical disability. Those reporting strokes were at 4.8% that matches the state average.

# SOCIAL DETERMINANTS OF HEALTH (SDOH)

Bayhealth recognizes the importance that social determinants contribute toward the overall health of our community. Social determinants are defined as "conditions in places where people live, learn, work, and play affecting a wide range of health risks and outcomes" according to the Centers for Disease Control and Prevention as sited from <a href="https://www.cdc.gov/socialdeterminants/index.htm">https://www.cdc.gov/socialdeterminants/index.htm</a> update on January 29, 2018. Social determinants include access to healthy foods, poverty, and safe neighborhoods that can negatively impact the quality of health. Low income, sub-standard housing, and poor education contribute to community health disparities. An understanding of the SDoH is critical in reviewing the health of our community and analyzing methods of best improving community health.

According to the Delaware Health Tracker, in Kent County 18.4% of children are living below poverty level, 16.2% of residents have severe housing problems, and 13% of adults are living below poverty level. Renters spending 30% or more of their income on rent in Kent County was 52.7% and higher than the state average of 49.3%. Statistics related to transportation only addressed working people, which is not reflective of the homeless or retiree population.

# III. REVIEW OF IMPLEMENTATION PLAN FROM 2016 ASSSESSMENT

As a result of the previous 2016 Community Health Needs Assessment (CHNA), Bayhealth selected the following as priority areas to improve upon: (1) obesity/nutrition, (2) diabetes, (3) cancer, and (4) mental health/substance abuse. The following grid depicts progress made in each area to include Bayhealth departments that participated in each strategy.

# **SUMMARY OF 2016-2019 IMPLEMENTATION**

# CHNA STRATEGIES - KENT CAMPUS

Health	Activity	Activity Results with Timeframe	Bayhealth
Concern	Implemented		Departments
Obesity & ONUTRITION OF STATES	Collaborating with community service partners to develop strategies to address needs in Dover and the surrounding areas	The Bayhealth Bariatric Program for surgical weight loss has completed over 500 bariatric procedures over the past 3 years, (minimally invasive laparoscopic gastric bypass, sleeve gastrectomy, adjustable gastric banding, and revisional surgeries), helping our community get healthier and take control of their well-being.  For those seeking information on achieving a healthy weight and lifestyle, the Bayhealth Bariatric Program offers free monthly informational seminars. Here individuals can learn more about surgical weight loss options and can meet the bariatric team including the surgeons and gather vital information regarding obesity and how to improve their health.  Interactive support groups are offered twice monthly in Dover and Milford, to help support our community in their healthy endeavors  The Bariatric Program participates in community events (health fairs and the like) to help educate the community about the disease of obesity and the risks associated with it as well as potential solutions to address it.	Executive Team and Board of Directors  Medical Staff  Patient Care Services  Bariatrics  Food & Nutrition  Pharmacy  Education Dept

compreher patients, et not just fo for a lifetir and health program u approach t Dietitian a	ric Program is a nsive program that assesses ducates and prepares them r a surgical procedure, but me of weight loss success y weight management. The tilizes a multi-disciplinary that includes a Registered nd bariatric certified RN her specialists).	
	t dietitian participates in s and discusses body mass	
2016 & 20 presentation	17- Stroke Club nutritional	
	partment of Corrections d Health Fair	
Dietitian p	tpatient Registered articipated in nutritional swold Homemaker's	
Participate Update	d in annual Diabetes	
	ooking Demo for Mended up and PACE Program	
Education classes	in monthly diabetes	
	d in tobacco cessation m 2016-2018	

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Diabetes	Collaborating with community service partners to develop strategies to address needs in Dover and the surrounding areas	August 2018 – August 2019: three diabetes educators from Diabetes Wellness Center completed 780 inpatient consults and 364 outpatient referrals between both campuses	Executive Team & Board of Directors  Medical Staff  Patient Care Services
		Refer inpatients to YMCA Diabetes Prevention Program for patients with pre-diabetes	Finance  Education  Pharmacy/Diabetes Wellness Center
		2019 - partnered with Quality Insights to mail letters with facts about Bayhealth's Diabetes Wellness Center to over 4,000 patients diagnosed with diabetes in the Bayhealth service area; goal is to encourage participation in classes with physician referrals	Food and Nutrition
		Encouraged utilization of Diabetes Self-Management and Education System (DSMES) which is known to improve A1c outcomes	
		2019 -Met with Strategic Partnerships Carelink Carenow to share Bayhealth Diabetes Wellness Center's program to enhance access to DSMES for those with diabetes	
		Offer risk assessments and educational resources at community events	
		August 2018 – August 2019: Diabetes Support Group offered for those in community and caregivers; 12 meetings held with 12 participants	
	<u>l</u>		

	December 2017 - Diabetes educators moved from Education to Pharmacy with realignment of departments	
	Diabetes Educators are available as a consultative resource for both inpatients and outpatients	
	August 2018 – August 2019: total of 70 diabetic Enhanced Recovery After Surgery (ERAS) patients seen between both campuses at Pre-Admission Testing visits	
	0	

Cancer	Collaborating with community service partners to develop strategies to	181 patients enrolled in cancer clinical research studies from 2015-2018	Executive Team & Board Members  Medical Staff
	address needs in Dover and the surrounding areas	2016 - Hired third oncology nurse practitioner to triage cancer patients for symptom management and to reduce ED admissions	Patient Care Services Oncology
		2016 - Bayhealth Cancer Institute Helping Hands Fund provided over \$12,000 in assistance from FY15- FY17	Finance Clinical Nurse
		Implemented National Cancer Institute Central Institutional Review Board to expedite clinical trials offerings and reduce overhead costs	Navigators  Clinical Research  Nurse
		related to research  Registered dietitian presentations at YMCA for Nutrition after Cancer	Education Dept
		Bayhealth sponsors annual Pedal Away Prostate Cancer Bike Race to raise funds for community health screenings and educational outreach	
		Oncology Service Line nurse practitioners offered free monthly clinical breast exams at Kent and Sussex Campus for uninsured and underinsured in community (2016-present)	
		Offered smoking cessation program led by certified smoking cessation nurse	
		Conducted annual skin cancer screenings in community (2016 to present)	
		Offered monthly low cost mammogram program at Dover, Smyrna, Middletown, and Milford locations (2016 to present)	

2016 - 2018: Awarded Susan G. Komen community grant to access services for early detection and diagnosis with key contributions from Breast Cancer Nurse Navigator

2017 - Raised unprecedented \$86,000 at annual Runway of Hope to support patients through Survivorship Program where nurse navigators coordinate doctor's visits, physical therapy, occupational therapy, pain management, and cancer screenings

2017 - Bayhealth Cancer Institute received Beacon of Hope Award for grants to provide equal access to care for those are fighting breast cancer

Governor Carney signed state proclamation for lung cancer screenings initiated by Bayhealth

Bayhealth staff recognized national awareness campaigns by wearing appropriate colors: blue for colon cancer and pink for breast cancer

2015-2017: 1,000 lung cancer screenings conducted with low dose CT scan to detect early stage lung cancer and initiate treatment

Bayhealth supports Relay for Life for cancer and Light the Night Walk for leukemia and lymphoma

2017 - Bayhealth partnered with the Cancer Support Community of Delaware for lung cancer awareness to brief them on Bayhealth programs

2017 - Tele genetics program recognized in *Delaware Journal of Public Health* to offer patients a unique service to eliminate the additional burden of transportation

	2017 - Over 400 Bayhealth staff donned pink hard hats and configured pink ribbon as part of Breast Cancer Awareness Month at Sussex Campus construction site	
	2018 - More than \$30,00 raised for annual GO Pink Health Fair to raise community awareness about breast cancer	
	2018 - Lung and Colorectal Nurse Navigator position added to enhance community based cancer program	
	2018 - Hired oncology social worker to expand supportive care and counseling services for cancer patients	
	2018 - Expanded tele genetics program and engaged University of Pennsylvania to expand number of genetic counselors dedicated to program	

	T		T
Mental Health & Substance Abuse	Partner with community service organizations, local schools and universities and the State of Delaware to discuss specific concerns related to substance abuse and subsequent behavior	Bayhealth sponsored annual NAMI Conference	Executive Team & Board of Directors
		are 2018 - Bayhealth donated \$35,000 to ific Dover Interfaith Mission for Housing (DIMH) in Dover to provide mental health assessments,	Medical Staff  Patient Care Services  Finance  Emergency
		Collaboration between Bayhealth and DIMH has improved access to care for the adult homeless population with mental health needs	Department  Care Management  Education
		2018 – Bayhealth developed a Behavioral Health Integration steering team to strengthen relationships with community served within the acute care and outpatient arenas	Behavioral Health Nurse Specialist Patient Advocacy Performance Improvement
		Partnered with (DIMH) and initiated monthly PACE Clinics in coordination with their Community Health Worker	Risk Management  Care Management  Workplace  Violence
		Funded dedicated Behavioral Health Clinical Nurse Specialist who receives referrals for complex mental health and substance use cases	Patient Experience Chaplains
		Coordinated with Connections to implement Peer Recovery Coaches in Kent ED to help patients suffering from substance abuse get into treatment; this has improved referrals to the detoxification hub in Harrington	

Utilize online referrals to Delaware Treatment and Referral Network for detox and mental health clients under Open Bed Program
Completed transfer agreement with Sun Behavioral Health in Georgetown for patients seen at Sussex Hospital
Psychiatrists from Dover Behavioral Health are consulted for Bayhealth inpatients
Dover Behavioral Health screeners in all three Emergency Department locations
Opioid Task Force, led by Dr. Kauffman, revised order sets to decrease opioid use at Bayhealth
Bayhealth representatives involved in the Sussex County Health Coalition Implementation Plan Work Group for Mental Health & Substance Abuse
Offered extensive education on narcotics prescribing resulting in a 50% decrease in the number of medications prescribed by physicians
Included education related to substance abuse in several nursing CE offerings over the past three years to comply with re-licensure requirements
2018 - Bayhealth sponsored Code Purple Month as part of Sussex County Coalition initiative

2019 - Behavioral Health Clinical Nurse Specialist attended <i>A Day of Hope</i> program sponsored by Sussex County Health Coalition
Behavioral Health Clinical Nurse Specialist reached out to Connections to coordinate peer support for inpatient population needing mental health guidance
My Medication Bag initiative rolled out to Bayhealth, physician practices, and at PACE Clinics to improve medication reconciliation and compliance
Inpatient order sets created with evidence-based assessment tools and medications for alcohol and substance withdrawal.

### IV. THE 2019 NEEDS ASSESSMENT

The Community Health Needs Assessment process was initiated in a collaborative manner by Bayhealth's Education Department with input from the Finance, Operations, Patient Care Services, Medical Staff and Marketing departments. The data collection included two specific population targets. The first area of data included a broad assessment of community stakeholders within Kent County. The second part involved an assessment of community members at large. Since Bayhealth spans two counties in Delaware, two separate community health needs assessments were conducted. The complete report on Sussex County Community Health Needs Assessment can be found on www.bayhealth.org/chna. The same questionnaires were used in both counties.

A comprehensive list of community stakeholders was formulated based upon past community health needs assessment and input from a Master's prepared Public Health intern as well as the Community Benefits Committee at Bayhealth. The list included Bayhealth physicians and other community physicians, schools and wellness centers, local businesses, churches and religious affiliates, city and county government offices, non-profit agencies, as well as state departments and commissions (See Appendix A: Listing of Community Stakeholders and Appendix B: Percentage of Community Stakeholders Categories). A total of 39 stakeholder community health needs assessment interviews/surveys were conducted.

For the community at large data, a total of 876 community members were surveyed. The following demographics depict the community at large survey population:

Gender		Age		Race		Ethnicity	
Male	16%	18-34	22%	White or	75%	Hispanic or Latino	4%
				Caucasian		_	
Female	82%	35-44	15%	Black or African-	16%	Non-Hispanic or	88%
				American		Non-Latino	
		45-64	48%	Asian	2%	Unknown	7%
		Over	15%	American Indian	1%		
		65		or Alaska Native			
				Prefer not to	8%		
				answer/Other			

Do you live alone?		Education		
Yes	14%	Did not finish High School	1.6%	
No	86%	High School diploma or GED	14%	
		Some college or College graduate	84%	

### V. HOW THE ASSESSMENT WAS CONDUCTED

The stakeholder survey used in the Community Health Needs Assessment aimed to inquire about health concerns, accessibility and availability of services, barriers to healthcare, as well as preventative care and healthy lifestyles (See Appendix C). All answers were free form and entered into an online survey program specific to the stakeholders for ease of data analysis. The community-at-large survey included multiple-choice answers with the ability to add a free form answer. The intention of this survey was to gather the opinion of residents of Kent County on healthcare issues, access to services, barriers to services, healthcare usage, and preventative practices (Appendix D). The surveys used to conduct the Community Health Needs Assessment were identical in both the Kent and Sussex counties. An online survey program was again used to collate the data specific to community-at-large data. Both the stakeholder survey and the community member-at-large survey complemented each other by addressing similar issues from different perspectives.

Data collection for the Kent County Community Health Needs Assessment began in March 2019 and concluded July 2019. All of the community stakeholders listed in Appendix A were contacted via phone or email and asked to complete in an online survey or participate in an interview style survey. Several strategies were used to obtain input from the residents of Kent County for the community at large survey. Bayhealth participates in numerous community outreach events such as health fairs, public awareness conferences, disease specific events, and health screening programs. At these events, participants were asked to complete an anonymous paper survey. The paper surveys were then entered into the online survey program. A flyer about the Kent County Community Health Needs Survey was developed that included the link to the online survey for community members at large. This flyer was distributed in the community to local churches and communal centers (Appendix E). The Bayhealth Marketing Department leveraged social media to promote the community at large survey via Facebook postings. Marketing also promoted the survey in their monthly Community and Wellness email that reaches 7,000 subscribers. In addition, the Director of Education promoted the importance of the survey and where to find it on WGMD, a local talk radio station.

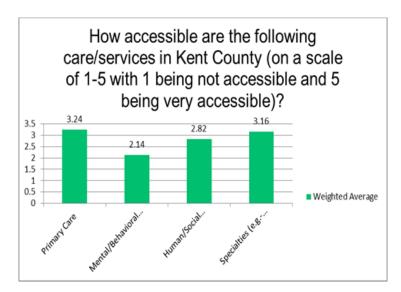
# VI. COMMUNTY HEALTH NEEDS ASSESSMENT RESULTS

The stakeholder survey responses were free form, requiring a qualitative analysis. Once the period for data collection ended, the data was analyzed through qualitative and quantitative methods by members of the Community Benefits Committee. The following includes the detailed analysis of the 2019 Community Health Needs Assessment results for both Community Stakeholders and Community at Large.

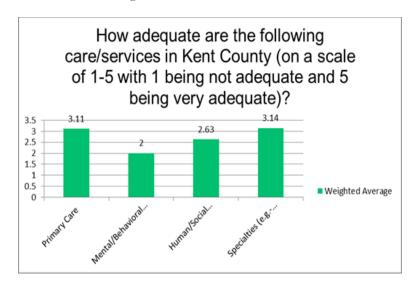
# COMMUNITY STAKEHOLDER RESULTS

When asked what the number one thing that our local healthcare systems could do to improve health and quality of life of the community, two themes emerged in the participants answers: physician availability and community outreach. In addition, the most important health issues in the community were identified as diabetes/obesity, mental health/addictions, cardiovascular problems, and healthcare costs.

Regarding accessibility of services within the community, stakeholders felt that primary care and medical specialty services were above average (3.24 and 3.16 respectively on a scale of one to five with one not being accessible and 5 being very accessible). Conversely, stakeholders felt mental/behavioral health services were the least accessible (2.14) along with human/social services (2.82).



Looking at the adequacy of services in Kent County, stakeholders rated primary care and medical specialty services as above average (3.11 and 3.14 respectively on a scale of one to five with one not being accessible and 5 being very accessible). Comparatively, mental/behavioral health and human social services ranked as below average with scores of 2 and 2.63.



The next section of the survey asked about barriers in the community, in regards to services in Kent County. The top barriers identified included availability of providers, costs, and transportation.

When asked if the community has adequate programs, which promote healthy lifestyles, 67.57% of the stakeholders responded No with 32.43% stating "Yes". Of those respondents that stated "Yes," two follow-up questions were asked of them. The first was "How do residents obtain information about these programs?" The answers included social media and marketing on the radio, TV or publications. The second question, "How are you addressing this in your agency?" brought forth answers about promoting health through pamphlets, health screenings, and promoting healthy lifestyles. In respect to better dissemination of information in the community so more people are informed, ideas captured in the survey included social media, publications, and word of mouth.

One of the questions in the stakeholder survey resulted in ambiguity. The question pertained to "How do members of your community/organization perceive healthcare services? Answers from this question ranged from "Excellent" to "Lacking" with an even distribution of answers. A follow-up question "Based on your response, what you perceive as their greatest need?" was asked for the stakeholders. The top answers had themes of access to care and preventative care.

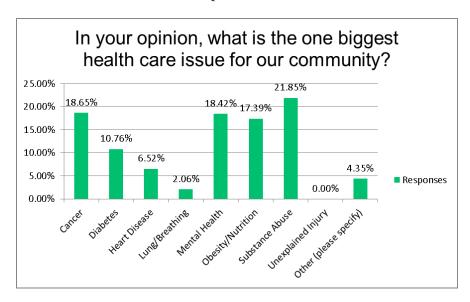
For the question "Do those you represent value preventive care and are they proactive about their own healthcare?" 22 out of 36 respondents (61%) replied "Yes" with 14 stating "No." Three respondents skipped the question.

Lastly, we asked, "Is there was anything in this survey they would like to discuss about your community that you feel impacts those you represent?" The emerging themes in the responses included language, finances, and transportation.

### COMMUNITY AT LARGE RESULTS

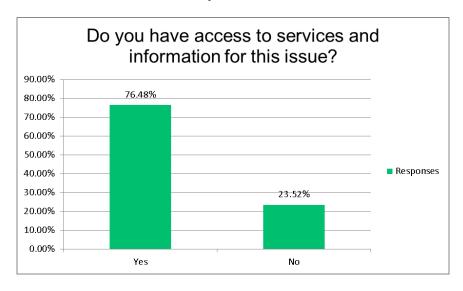
The Community at large involved mostly quantitative data for ease of analysis.

Question 1:



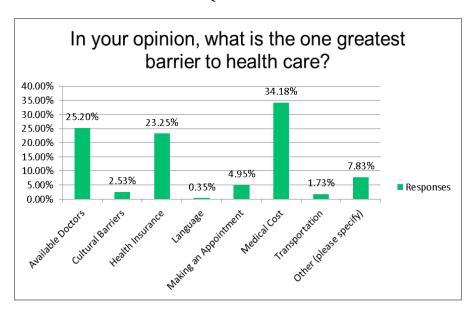
The top three issues identified were substance abuse (22%), cancer (19%) and mental health (18%).

Question 2:



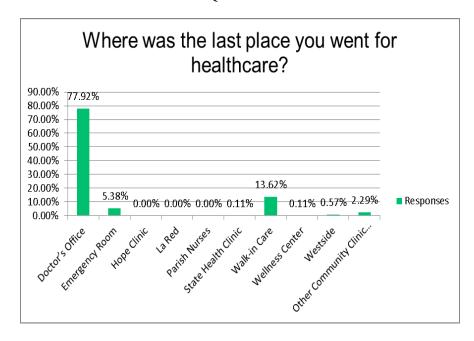
76% of the respondents answered "Yes."

Question 3:



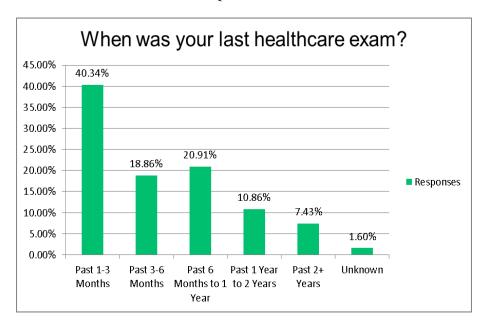
The top three barriers identified included medical cost (34%), available doctors (25%), and health insurance (23%).

Question 4:



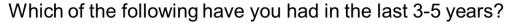
The doctor's office (78%) was the number one response for where respondents went for healthcare, followed by walk-in care (14%).

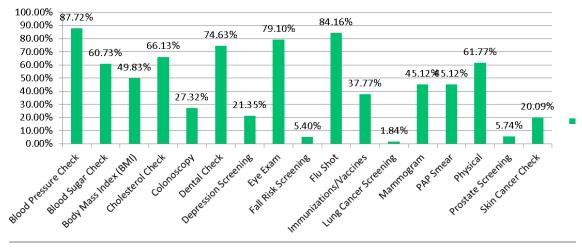
Question 5:



The majority of people (40%) responded they had received a healthcare exam in the last one to three months.

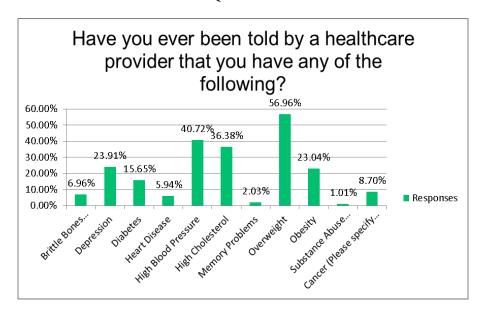
Question 6:





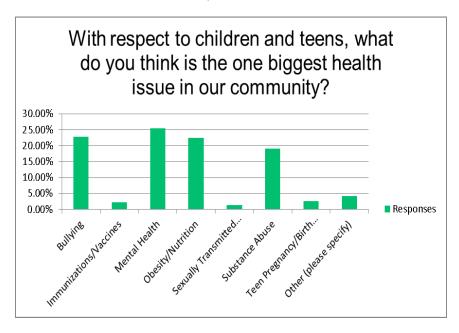
The top three responses were blood pressure check (88%), flu shot ((84%), and eye exam ((79%).

Question 7:



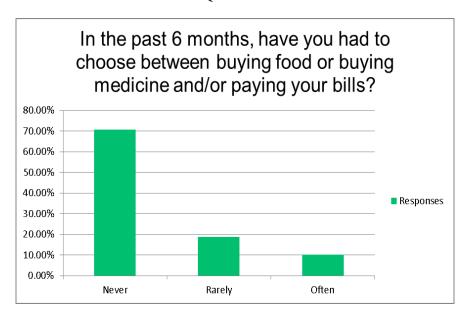
The most popular answers were overweight (57%), high blood pressure (41%), and high cholesterol (36%).

Question 8:



The biggest health issue for children and teens identified in this question included mental health (25%), bullying (23%), and obesity/nutrition (22%).

Question 9:



71% answered "Never" and 19% answered "Rarely".

# VII. HEALTH NEEDS IDENTIFIED

In the analysis of Kent County Community Health Needs Assessment data from Stakeholders and Community members, the most important health issues include obesity, mental health, and cancer. In addition, obesity and mental health are concerns for children in Kent County as well. Both groups of respondents identified barriers for health services as availability of providers and medical costs/health insurance. Accessibility and adequacy of mental and behavioral health services is lacking within Kent County as well. Another need identified was the lack of promoting healthy lifestyles.

The corresponding dashboards below from the Delaware Health Tracker cite data for Kent County on the left side and compare it to state and national data.

#### **OBESITY**

In Delaware, the adult population who are obese continues to grow and is far from the goal established by Healthy People 2020. Compounding data includes a lack of physical activity and healthy eating. Nationally the trend is growing among children as well (no data available for Delaware children specifically.

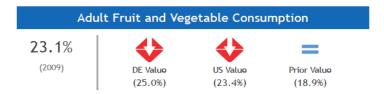


Adults Engaging in Regular Physical Activity

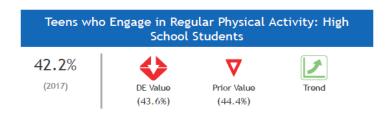


Recreation and Fitness Facilities



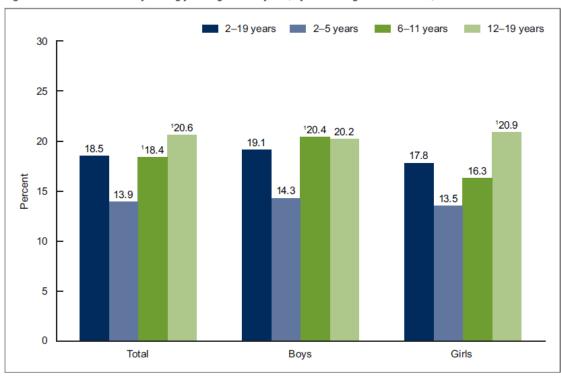


Teens who Engage in Regular Physical Activity: High School Students



Generated by www.delawarehealthtracker.com on August 7, 2019.

Figure 3. Prevalence of obesity among youth aged 2–19 years, by sex and age: United States, 2015–2016



<sup>1</sup>Significantly different from those aged 2–5 years.

NOTE: Access data table for Figure 3 at: https://www.cdc.gov/nchs/data/databriefs/db288\_table.pdf#3.

SOURCE: NCHS, National Health and Nutrition Examination Survey, 2015–2016.

### SUBSTANCE ABUSE AND MENTAL HEALTH

In regards to substance abuse and mental health, Kent County continues to have concerning trends in relation to deaths due to drug poisoning, binge drinking, self-reporting of poor mental health, death related to suicide and depression among the Medicare population



Teens who Use Illicit Drugs



Adults who Binge Drink



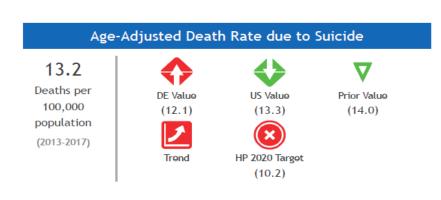
Generated by www.delawarehealthtracker.com on August 7, 2019.





Age-Adjusted Death Rate due to Suicide

11.7%

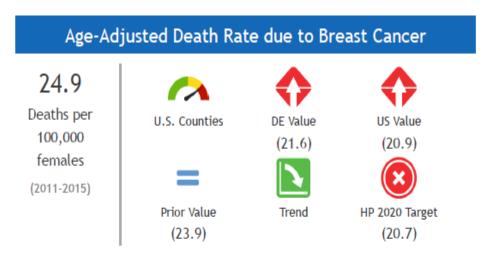




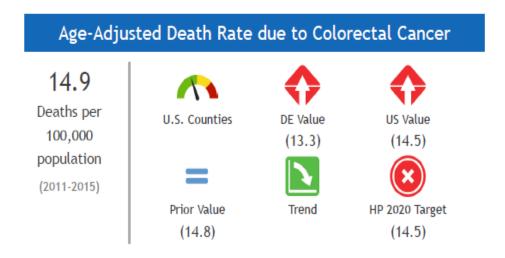
Generated by www.delawarehealthtracker.com on August 7, 2019.

### **CANCER**

Age related deaths due to breast, colorectal, lung, and prostate cancer continue to rise in Kent County and the state of Delaware despite some improvements in the rates at the U.S. level. Though the overall trend for these cancer rates is down, cancer deaths related to cancer are still higher than national rates and not on target for Healthy people 2020 targets.



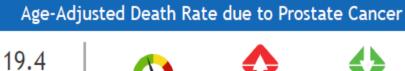
Age-Adjusted Death Rate due to Colorectal Cancer



# Age-Adjusted Death Rate due to Lung Cancer



Age-Adjusted Death Rate due to Prostate Cancer



Deaths per 100,000 males (2011-2015)









HP 2020 Target (21.8)

**US Value** 

(19.5)

Generated by www.delawarehealthtracker.com on August 7, 2019.

#### AVAILABILITY OF PROVIDERS

The provider rates for Kent County (non-physician and primary care) continue to be low. This is the same trend seen nationally. Mental health provider rate also continues to be low.



## Primary Care Provider Rate



## Mental Health Provider Rate

167 Providers per 100,000 population (2018)







(243)

US Value (229)

Prior Value (160)

Trend

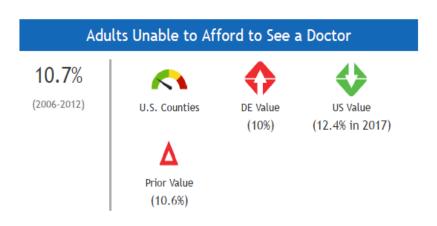
Generated by www.delawarehealthtracker.com on August 7, 2019.

#### COSTS

Medicare healthcare costs continue to rise at the county, state and national level. Kent County and the state of Delaware have a high rate of adults unable to afford to see a doctor as well. The overall percentage of Delawareans with health insurance is higher than the national value but still not in alignment with Healthy People 2020 goals. More concerning is the amount of households in Kent County and at the state level that are ALICE (asset limited, income constrained, employed) as well as those below the poverty level.



Adults Unable to Afford to See a Doctor



### Adults with Health Insurance

90.1%

(2017)



DE Value (92.5%)



US Value (87.7%)



HP 2020 Target (100%)

Households that are Asset Limited, Income Constrained, Employed (ALICE)

# Households that are Asset Limited, Income Constrained, Employed (ALICE)

31.9%

(2016)



(31.8%)

Households that are Below the Poverty Threshold

## Households that are Below the Poverty Threshold

12.0%

(2016)



(11.1%)

Generated by www.delawarehealthtracker.com on August 7, 2019.

Finally, the following indicators are identified on the Delaware Health Tracker as problem areas in need of attention in Delaware:

- Healthy Eating and Active Living
- Cancer Prevention and Control
- Access to Healthcare Services
- Maternal and Infant Health
- Violence and Public Safety
- Social Determinants of Health

#### VIII. SUMMARIES: ASSESSMENTS AND PRIORITIES

Based upon the above analysis, Bayhealth Hospital has identified the following healthcare needs as a priority for Kent County Delaware:

- Mental health
- Obesity
- Cancer
- Availability of Providers

Obesity, mental health/substance abuse and cancer were identified as the priority issues in the 2016 Community Health Needs Assessment. However, based on community stakeholder, community at large opinions, and available data from Delaware Health Tracker, these will again be a priority.

#### IX. NEXT STEPS

Bayhealth will develop and implement strategies to address these prioritized health needs with the goal to improve trending data. The priorities for Kent and Sussex County will be united in order to develop strategies to make the most impact for the residents. As part of this plan, committees will utilize Bayhealth's strategic plan to realign action plans in order to achieve sustained improvement of these community health needs. Committees will include representatives from the needs assessment team, hospital administration, and Bayhealth's Board of Directors. Collaboration with community stakeholders and service organizations will be an imperative part of the planning and implementation process in order to gain perspective and avoid service duplication.

#### X. ACKNOWLEDGEMENTS

This document was written by Angeline Dewey MSN, RN, APRN, ACNS-BC, CCRN, CNRN and Teresa Towne MSN, RN-BC, NE-BC as employees of the Education Department, Bayhealth Hospital. Special thanks to Keirsten Baker, the Master's in Public Health intern who assisted greatly in this project.

#### XI. REFERENCES

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### XII. APPENDICES

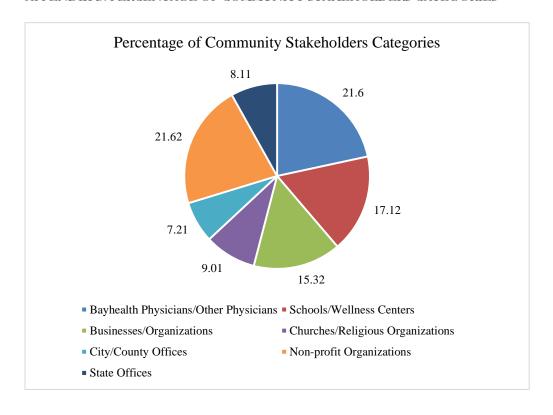
### APPENDIX A: KENT COUNTY STAKEHOLDER LISTING

ABC Pediatric
Andrew E Nash
Barrington O. Brown
Bayhealth Primary Care of Dover
Bayhealth Primary Care, Dover
Bayhealth Primary Care, Smyrna
Bright Futures Pediatrics
Burke Dermatology
Camden Medical Center
Cynthia P. Zarraga
Dedicated to Women
Delaware Primary Care
Dover Behavioral Health System
Dover Family Physicians, P.A.
Drs. Jerrell Benson Giles Sweeney
Eden Hill Medical Center
Hope Medical Clinic, Inc.
Kaza Pediatric Associates Inc.
LaRed Health Center
Loretta I. Edmondson
Preeti Gupta
Southern Delaware Medical Group
Nemours DuPont Pediatrics, Dover Clinic
Westside Family Health Center
Caesar Rodney High School Wellness Center
Dover High School Wellness Center
Milford High School Wellness Center
Woodbridge High School Wellness Center
Lake Forest High School Wellness Center
Polytech High School Wellness Center
Smyrna High School Wellness Center
Caesar Rodney School District
Capital School District
Delaware Technical and Community College - Student Life
Delaware Technical and Community College - Mental Health Resources
Delaware Technical and Community College - Wellness Center
Kent County 4-H - UD Cooperative Extension Director's Office
Lake Forest School District
POLYTECH Adult Education

Polytech School District
Project SEARCH
Delaware Early Childhood Center
Smyrna School District
Americare Home Solutions
Brain Injury Association of Delaware
Central Delaware Chamber of Commerce
Choices for Community Living - Delaware
Delaware National Association of Hispanic Nurses
Delaware Association of Nurses
Delaware Guidance Services
Delaware Health Information Network
Delaware Healthcare Association
Delaware Prostate Cancer Coalition
Dover Community Pharmacy
Dover Downs Hotel and Casino
Highmark Blue Cross Blue Shield Delaware
Kraft Foods
Lillian Smith Center
Perdue Farms, Inc. (Milford)
Gateway Foundation Smyrna
Avenue United Methodist Church
Catholic Charities
Church of the Holy Cross
Dover Interfaith Mission for Housing
The Salvation Army
Trinity Church of Smyrna
First Hatiain Church Nazarene
Centro Chrisiano Jesus Cristo
Maranatha Life Changing Church (Spanish service)
King Empowerment Christian Church
Amish Community Church
City of Dover Department of Planning and Community Development
City of Harrington
City of Smyrna
Kent County Department of Public Works
Kent County Department of Public Safety
Kent County EMS
Kent County Fire Departments
Kent County Libraries
American Legion Post 14 & Station 64
Big Brothers Big Sisters Kent County
Blood Bank of Delmarva, Inc.
2.555 25 3. 25 3 3 3 3.

Boys and Girls Club of DE
Cancer Support Community Delaware
Central Delaware Habitat for Humanity
Delaware Breast Cancer Coalition, Inc.
Delaware Diabetes Coalition
Delaware Hospice, Inc.
Dover YMCA
Easter Seals of DE & MD's Eastern Shore
First State Community Action Agency
Frederica Senior Center
Friends of Delaware Veterans Inc.
Independent Resources, Inc.
Kent Sussex Community Services
Mamie Warren Smyrna Senior Citizen Center
Meals on Wheels
Mended Hearts - Dover Chapter
Milford Senior Center
Telamon Corporation
The Modern Maturity Center
United Way
VFW/American Legion - Kent County
DART Drivers
Delaware Commission of Veterans Affairs
Delaware Department of Transportation
Delaware Disability Hub (Governor's Advisory Council for Exceptional Citizens)
Delaware Division of Public Health
Delaware Division of Social Services
Delaware Health Care Commission
Delaware Hospital for the Chronically III
Delaware Office of Occupational Health

#### APPENDIX B: PERCENTAGE OF COMMUNITY STAKEHOLDERS CATEGORIES



## APPENDIX C: KENT COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT STAKEHOLDER SURVEY

## Kent County Community Health Needs Assessment Stakeholder Survey

1. Name/Title	<u>:</u>					
2. Organizatio	on:					
3. Zip Code:						
	number one thing that our lo	ocal hea	alth care	e systen	ns could	d do to improve the
5. What are th	ne three most important heal	th issue	s in the	commi	unity?(I	Rank)
	1.					
	2.					
	3.					
6. How <u>accessible</u> are the following care/services in Kent County (on a scale of 1-5 with 1 being not accessible and 5 being very accessible)?						
a.	Primary Care	1	2	3	4	5
	Mental/Behavioral Health	1	2	3	4	5
c.	Human/ Social Services	1	2	3	4	5
d.	Specialties (e.g. Cardiologist	, Endoci	rinolog	ist, Orth	opedis	t, etc.)
		1	2	3	4	5
7. How <u>adequate</u> are the following care/services in Kent County (on a scale of 1-5 with 1 being not adequate and 5 being very adequate)?						
e.	Primary Care	1	2	3	4	5
	Mental/Behavioral Health	1	2	3	4	5
g.	Human/ Social Services	1	2	3	4	5
h.	Specialties (e.g. Cardiologist	, Endoci	rinolog	ist, Orth	opedis	t, etc.)
		1	2	3	4	5

8. What are the top 3 barriers in your community in regards to services in Kent County?
1. 2. 3.
9. Does the community have adequate programs which promote healthy lifestyles?
Yes 🗆
No 🗆
10. If yes, then how do residents obtain information about these programs?
11. If yes from Question 9, then how are you addressing this in your organization?
12. How could information be better disseminated in the community so that more people are informed?
13. How do members of your community/ organization perceive healthcare services?
14. Based on your response above, what do you perceive is their greatest need?
15. Do those that you represent value preventive care and are they proactive about their own healthcare?
16. Is there anything else you would like to discuss about your community that you feel impacts those you represent? (e.g Socioeconomics status, education, barriers, language barriers, access to care, access to insurance, transportation, perceived risks, prevention services, etc.)

## Community Health Survey- Kent County

. In your opinion, what	t is the <u>one</u> biggest he Lung/Breathing	alth care issue for our co	
	□ Mental Health	□ Unexplained Injury	
	Obesity/Nutrition		
	**		
<ol> <li>Do you have access t</li> <li>□ Yes</li> </ol>	o services and intorm   No	ation for this issue!	
3. In your opinion, wh  Available Doctors  Cultural Barriers  Health Insurance  Language		barrier to health care?  Other:	
4. Where was the last p	place <b>y</b> ou went for he	althcare?	
□ Doctor's Office □ □ Emergency Room □ □ La Red	□ Parish Nurses □ State Health Clinic	<ul><li>Walk-in Care</li><li>Wellness Center</li><li>Westside</li></ul>	□ Other Community Clinic:
5. When was your last	healthcare exam?		
□ Past 1-3 Months 1	Year 🗆	Past 2+ Years	
Past 3-6 Months D  Past 6 Months to	Past 1 Year to 2 🗆 'ears	Unknown	
5. Which of the follow	ing have <b>y</b> ou had in t	he last 3-5 years?	
Charle	Screening	Physical	
□ Blood Sugar	Fall Risk	Prostate Screening	
Blood Sugar Check Body Mass Index (BMI)	Fall Risk Screening Flu Shot	Prostate	
Blood Sugar Check Body Mass Index (BMI) Cholesterol Check	Fall Risk Screening Flu Shot Immunizations/ Vaccines	Prostate Screening Skin Cancer	
Blood Sugar Check Body Mass Index (BMI) Cholesterol Check	Fall Risk Screening  Flu Shot Immunizations/	Prostate Screening Skin Cancer	
Blood Sugar Check Body Mass Index (BMI) Cholesterol Check Colonoscopy	Fall Risk Screening Flu Shot Immunisations/ Vaccines Lung Cancer	Prostate Screening Skin Cancer	
Blood Sugar Check Body Mass Index (BMI) Cholesterol Check Colonoscopy Dental Check	Fall Risk Screening Flu Shot Immunizations/ Vaccines Lung Cancer Screening	Prostate Screening Skin Cancer	

(OVER)

## Community Health Survey-Kent County

(Continued from front)

	7. Have you ever been told by a healthcare provider that you have any of the following:					
□ High Blood	Pressure					
□ Bullying □ Obesity/Nutrition □ Immunisations/ □ STD's Vaccines □ Substance Abuse	Teen Pregnancy/   Other:					
□ Never □ Rarely	□ Often					
Tell us about yourself: (Please Fill In Blanks & Check 1 Response Per Question)						
Gender:   Male   Female   Prefer not to answer  Do you live alone?   Yes   No  Age:   Under 18   18-35	Your Zip Code: Your Ethnicity:_ ☐ Hispanic or Latino ☐ Non-Hispanic or Latino ☐ Unknown					
□ 35.44 □ 45.64 □ Over 65	Race:  □ White or Caucasian					

Thank You For Your Participation.



## Kent County Community Health Needs Assessment

Kent County is interested in your health status and is currently in the process of collecting information for the next Community Health Needs Assessment which will be published in September 2019.

This survey is completed every three years and coordinated by Bayhealth Hospital, Kent Campus.

Please complete the brief online survey by July 15, 2019.

Surveymonkey.com/r/QM8G5LW

Please share this survey with others in Kent County.

Thank you for your time!

